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FM 54-1

DEPARTMENT OF THE ARMY FIELD MANUAL

THE LOGISTICAL COMMAND

HEADQUARTERS, DEPARTMENT OF THE ARMY

DECEMBER 1960

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FOREWORD

Field Manual 54–1, *The Logistical Command,* reflects the missions, capabilities, organization, and operating procedures of logistical command headquarters and of logistical commands. Staff organizations of logistical commands are presented; however, it is emphasized that the commander has wide latitude in organizing his command and staff in the manner best suited to accomplish his mission. The logistical command is designed as a flexible organization capable of being tailored to a wide variety of missions.

Developments in tactical and technological fields, new concepts of operation, and organizational changes in the Army will make modifications of this manual necessary. Recommendations for changes should be forwarded to the Commandant, United States Army Command and General Staff College. See AR 310–3 for desired format of recommendations for corrections and changes. Recommendations for changes to the basic logistical command TOE's should be forwarded to Headquarters, United States Continental Army Command. Recommendations should be based on the anticipated wartime missions of the commands, and should not be peculiar to a single theater of operations.

FIELD MANUAL
No. 54–1

HEADQUARTERS,
DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C., *13 December 1960*

THE LOGISTICAL COMMAND

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* This manual supersedes FM 54–1, 13 July 1959.

CHAPTER 1
INTRODUCTION

1. Purpose and Scope

a. This manual provides guidance on the organization, employment, and operations of logistical commands. It is intended primarily for the commander and staff of any headquarters exercising command of a theater army logistical command, a base or advance logistical command, or similar headquarters.

b. The manual is based on policies prescribed in AR 10–14, principles and procedures of administration contained in FM 100–10, doctrinal guidance contained in FM 100–1, and the duties of staff officers in general and the principles of staff action as set forth in FM 101–5. Detailed data required by a staff officer of a logistical command are contained in FM 101–10. Additional data essential to a staff officer of a logistical command which is part of U.S. Army forces in joint operations are contained in JCS Pub 2 and JCS Pub 3. Other appropriate references are listed in appendix I.

c. The material presented herein is applicable to both nuclear and nonnuclear warfare and to the employment or nonemployment of chemical and biological agents.

d. Users of this manual are encouraged to submit recommended changes or comments to improve the manual. Comments should be keyed to the specific page, paragraph, and line of the text in which change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded direct to U.S. Army Command and General Staff College.

2. Definitions

a. Administrative Support. As used in this manual the term administrative support embraces the assistance given to troops in the management and execution of military matters not included in tactics and strategy. Such assistance consists of appropriate staff planning, personnel management, interior management of units, supply support, service support such as transportation and maintenance, and civil affairs activities.

b. Communications Zone (CommZ). The rear portion of a theater of operations (behind but contiguous to the combat zone) which contains the lines of communications, establishments for supply and evacuation, and other agencies required for the immediate support and maintenance of the field forces.

c. Intersectional Service. Highly centralized activities, such as communication intersectional service, transportation intersectional services, and petroleum intersectional service, which cross section boundaries.

d. Headquarters and Headquarters Company/Detachment, Logistical Command. Headquarters and headquarters company/detachment, logistical command, is an Army Numbered TOE organization designed to exercise command functions in the execution of the mission of an army base, a base logistical command, an advance logistical command, an area command performing logistical support missions, or a theater army logistical command.

e. Theater Army Logistical Command (TALOG). The command, located in the communications zone, which provides administrative support, except personnel replacements and civil affairs, to all U.S. Army forces located in a theater of operations and to such theater navy, theater air force, allied, and other forces, as directed.

f. Advance Logistical Command (ADLOG). The command, located in the advance section of the communications zone of a theater of operations, responsible for furnishing administrative support, except personnel replacements and civil affairs, to forces in the combat zone and in the advance section as directed.

g. Base Logistical Command (BALOG). The command, located in the base section of the communications zone of a theater of operations, responsible for providing direct support to one or more advance logistical commands in the communications zone. It also supports units located in the base section and furnishes materiel and service directly to the combat zone as directed by the commander, TALOG.

3. Operational Environment

a. The mission, organization, and functions of the logistical command are applicable to both large and small theaters of operation. In addition, the logistical command has the necessary flexibility of design to permit expansion, contraction, or modification of its organizational structure to meet the requirements of varying situations and of varying assigned missions.

b. The basic principles which govern the conduct of land warfare and the administrative support of land forces, vary widely

in application within the possible spectrum of modern conflict. It is essential, therefore to scrutinize carefully the existing, probable, or possible wartime conditions in terms of their effect on the performance of administrative support of land force operations.

c. FM 100–10 describes other general conditions of conflict, operational environment, and the impact of chemical, biological, and nuclear warfare on administrative support operations.

4. Policies

(AR 10–14 and JCS Pub 3)

a. In the event of hostilities, the basis for the organization of logistical elements of major oversea commands is the operational mission.

b. A numbered TOE logistical command headquarters is the basic headquarters element of all appropriate logistical operations.

c. When the size of the operation requires that two or more sections of a communications zone be established, separate numbered logistical command headquarters are established as the nuclei thereof, as well as for the Theater Army Logistical Command headquarters itself.

d. Missions occasioned by requirements peculiar to the area of operations, or the peacetime mission, are carried out by the establishment of augmenting subsections.

e. Augmentation of TOE logistical command headquarters normally is accomplished on authority of the theater commander by provision of 500-series TOE teams, by allocation of theater bulk allotment spaces, or both.

f. Although indigenous personnel should be utilized to the maximum extent possible, they are employed at the discretion of the theater commander. In general, they do not occupy key TOE positions and are employed, where possible, on those missions that will not be vital in the event of hostilities.

5. Characteristics of a Logistical Command

A logistical command is a flexible organization formed by assigning or attaching required technical and administrative service units to a TOE logistical command headquarters which is designed to direct and control assigned or attached units in various administrative support operations. Tactical units may be assigned for rear area security. A logistical command is a tailored grouping of service units which may operate in the com-

bat zone or the communications zone. The composition of a logistical command depends on its mission. The headquarters of a logistical command provides a nucleus for the command. It furnishes the organizational structure and a minimum number of trained logisticians and administrative personnel who can develop the standing operating procedures and plans upon which the organization is to be based. Logistical commands are designed to accomplish missions which vary widely in scope, and they can be augmented with personnel necessary to insure the effective accomplishment of the assigned mission. The capability to expand, contract, or modify the organization to meet the requirements of varying missions is a valuable characteristic of logistical commands.

CHAPTER 2
ORGANIZATION

6. General

Command and territorial organization of theaters of operations, the position of logistical commands in this organization, and the relationship of logistical commands to other commands comprising the theater are described in FM 100–10.

7. Logistical Commands

Logistical command headquarters are organized and staffed to command, control, coordinate, and direct the administrative support operations performed in accordance with the mission assigned. Three types of logistical command headquarters, with similar organizational structures and graduated capabilities, have been designed to perform the missions discussed in chapter 3. They are as follows:

a. Headquarters, Logistical Command A—to exercise command of an integrated organization ranging in size from 9,000 to 15,000 troops. When provided with these units, the command can furnish administrative support to a combat force of approximately 30,000 troops.

b. Headquarters, Logistical Command B—to exercise command of an integrated organization ranging in size from 35,000 to 60,000 troops. When provided with these units, the command can furnish administrative support to a combat force of approximately 100,000 troops.

c. Headquarters, Logistical Command C—to exercise command of an integrated organization ranging in size from 75,000 to 150,000 troops. When provided with these units, the command can furnish administrative support to a U.S. field army or an allied army group of approximately 400,000 troops.

8. Headquarters and Headquarters Detachment, Logistical Command A

Figure 1 shows the organization of headquarters, logistical command A. The commander is provided with a deputy commander and staff to assist him in discharging his responsibilities. As indicated in figure 1, the director staff is divided into three

divisions, each of which is charged with responsibilities in one of the following areas: Personnel; security, plans, and operations; and services, supply and maintenance. When required a director of civil affairs, a comptroller, and a dental section are provided for on an augmentation basis. Civil affairs activities in peacetime are normally handled by a civil affairs branch under the director of security, plans, and operations.

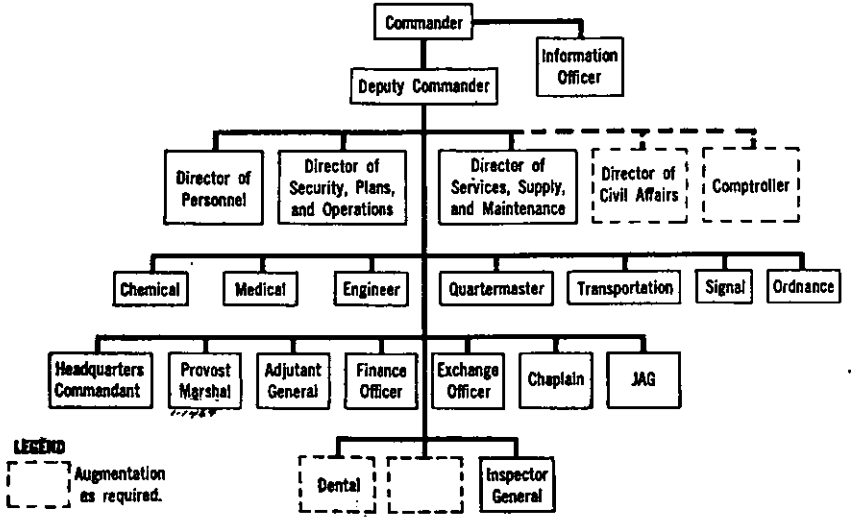

Figure 1. Organization of headquarters, logistical command A.

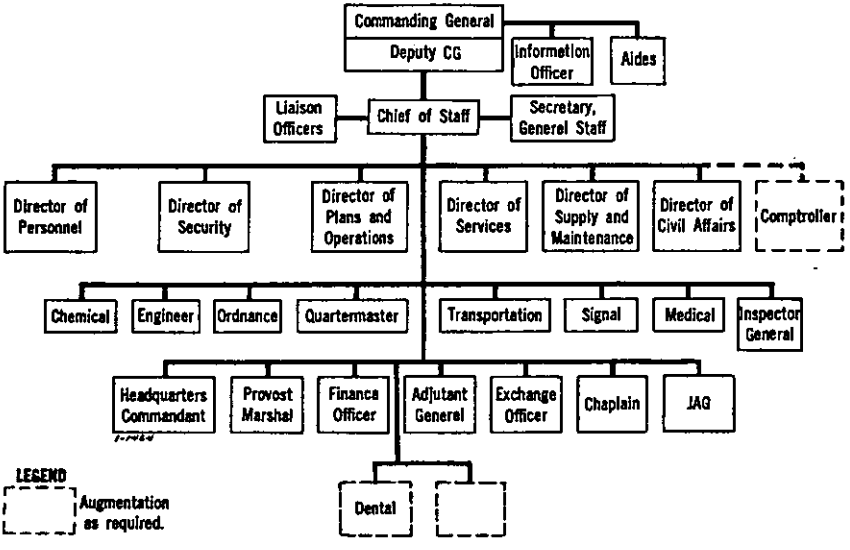

Figure 2. Organization of headquarters, logistical command B.

9. Headquarters and Headquarters Detachment, Logistical Command B

Figure 2 shows the organization of headquarters, logistical command B. It is the same as for headquarters, logistical command A, except that separate directors are provided for services and for supply and maintenance, and the deputy commander also acts as chief of staff.

10. Headquarters and Headquarters Company, Logistical Command C

Figure 3 shows the organization of headquarters, logistical command C. It is basically similar to that of headquarters, logistical commands A and B. Major differences are that: both a deputy commander and a chief of staff are provided; there is a separate director each for personnel, security, plans and operations, services, supply and maintenance, and civil affairs. A comptroller and dental section is provided for by augmentation, when required.

a. Functions of the Commander. The functions of the commander include—

(1) The command of all troops assigned or attached to the logistical command, except as otherwise specified. For example, troops assigned to an intersectional service command remain under the command of their parent headquarters.

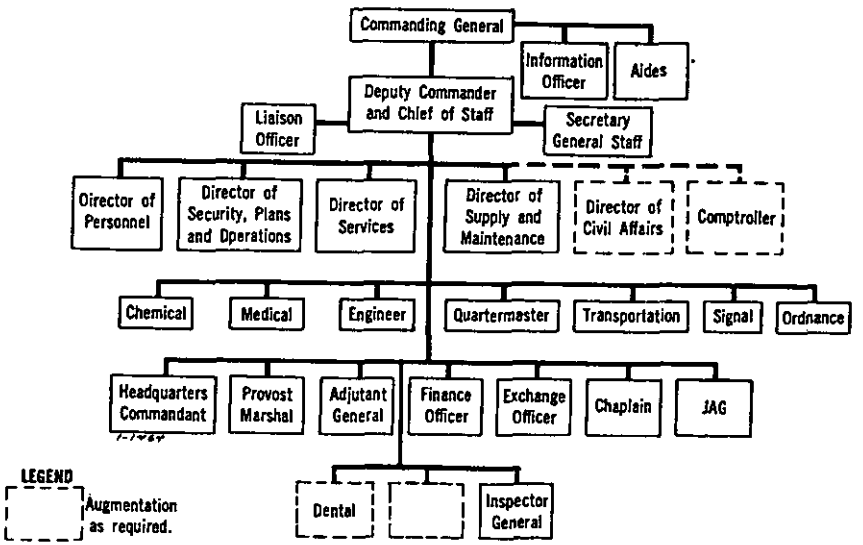

Figure 3. Organization of headquarters, logistical command B.

(2) Responsibility for the accomplishment of the administrative support and territorial control missions assigned to the logistical command, rear area security and area damage control, and for the operations of the forces required to accomplish these missions. He is concerned primarily with providing rapid, effective, and continuous support to the combat forces and to other supported elements as directed. The discharge of this responsibility involves—

(*a*) The anticipation and determination of the needs of the combat forces and other supported forces for administrative support in order that such support may be provided expeditiously.

(*b*) The preparation of plans, policies, and procedures, under the terms of guidance promulgated by higher headquarters, for the administrative support of forces supported.

(*c*) The furnishing of advice to the next higher headquarters with respect to the ability of the logistical command to sustain current and projected operations.

b. Functions of the Deputy Commander. The functions of the deputy commander, logistical command, are—

(1) To assist and advise the commander.

(2) To represent the commander as authorized and required.

(3) To supervise the planning and conduct of rear area security and area damage control and to coordinate these activities with the subordinate area commanders and their staffs.

(4) To supervise the administrative support of the logistical command.

c. Functions of the Chief of Staff. The chief of staff of a logistical command is responsible for the normal chief of staff functions as described for in FM 101–5. In addition, he exercises general supervision over the administrative support operations center (ADSOC).

d. Functions of Other Staff Officers. The staff relationships and common and specific functions performed by the personal staff, director (coordinating) staff and the special staff are discussed in FM 101–5.

11. The Administrative Support Operations Center (ADSOC)

a. General.

(1) An ADSOC is a facility established within the head-

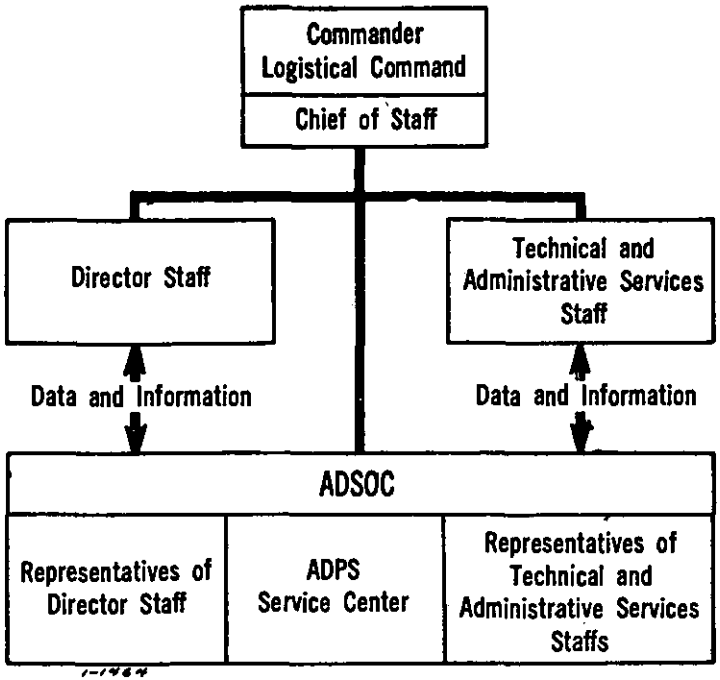

Figure 4. Administrative support operations center (ADSOC), Headquarters, logistical command.

quarters of logistical commands and other appropriate headquarters to provide commanders and their staffs with timely and complete information upon which to base decisions and planning. The chief of staff exercises general supervision over the ADSOC.

(2) The ADSOC provides an effective means for the assembly, collation and interpretation of administrative support information needed for planning and command decisions. It does not perform any long range planning or actual logistical operations but receives from operating agencies information which can be effectively utilized within the headquarters. Examples of data that might be included are—status of items in critical and short supply, special weapons information, status and location of reserve stocks, location of logistical installations, and movement requirements and capabilities. The ADSOC assists in the coordination and direction of rear area security and area damage control operations.

(3) An ADSOC normally will be established at TALOG, BALOG, and ADLOG headquarters.

b. Organization. As illustrated in figure 4, the ADSOC nor-

mally consists of three distinct, but operationally interrelated, parts as follows:

(1) *Director (coordinating) staff representatives.* Each of the coordinating staff divisions of a logistical command, except comptroller and the director of civil affairs, has full-time representation in the ADSOC. Further representation is provided as required. The representatives are responsible to their respective directors within the logistical command.

(2) *Technical and administrative services representations.* Each of the technical services, as well as the provost marshal and adjutant general, has full-time representation in the ADSOC. Other administrative services are represented as required. Although physically located in the ADSOC, these representatives are directly responsible to their respective chiefs of service within the logistical command.

(3) *Automatic data processing system (ADPS) service center.*

(*a*) This center is a service facility which provides central data processing facilities for the headquarters. It does not exercise command or operational control over other elements of the ADSOC. ADPS equipment allocated to the headquarters is operated by personnel of this facility. Provision must be made for standby of alternate facilities.

(*b*) The center provides computer service to nearby operating agencies by means of local communication and simple input-output devices.

(*c*) Although ADPS is not a prerequisite for the functioning of an ADSOC, it greatly facilitates operations and permits the processing of a great volume of information. However, if the feeder information is carefully selected, an adequate volume of statistics and data can be assembled and collated manually or with the aid of simple business machines.

c. Functions and Activities for Staff Operations.

(1) *Director (coordinating) staff representatives.* These representatives coordinate the activities of the technical and administrative services representatives and develop data and recommendations concerning operations and planning for their respective staff agencies. In addition, the representative of the director of security performs much of the coordination and direction of rear

area security, area damage control, and radiological activities in accordance with approved plans and policies of the commander.

(2) *Technical and administrative services representatives.* Each of these representatives processes and analyzes data concerning the current operations of the logistical command within his branch area of responsibility. Each acts as the representative of his chief of technical service during planning and operating conferences. Chiefs of technical staff sections are advised of problem areas.

(3) *ADPS service center.*

(*a*) Receives and transmits administrative support requirements and experience data.

(*b*) Processes requirements and information as programed by the headquarters staff sections.

(*c*) Collates and disseminates supply control data, and retains such data for use in future planning.

(*d*) Analyzes administrative support activities as required.

(*e*) Provides to the representative of the director of security information required for the coordination of rear area security, area damage control and radiological activities, to include the computation of fallout patterns.

(*f*) Stores a great variety of information which can be extracted rapidly upon demand.

12. Subordinate Units

a. The subordinate units of a logistical command may include any or all of the following:

(1) Branch depots and small general type field depots.

(2) Area commands.

(3) Intersectional service commands.

(4) Other logistical commands.

(5) Military Police POW command.

(6) Tactical and tactical support units required for rear area security, intelligence and counterintelligence missions.

(7) Technical and administrative service units.

b. Within the logistical command organization it is normal to have assigned or attached brigade, group, and battalion headquarters to command subordinate operating elements of the various services. Integration of the operations of the various

technical and administrative services is accomplished in the headquarters, logistical command. However, this does not preclude local coordination between units or delegation of authority for coordinated action. Integration of the operations of the various technical and administrative services may also be accomplished by subordinate headquarters.

c. Positive control of administrative support activities is vital. However, the commander, while retaining control of his operations, must grant subordinate commanders maximum latitude and independency in the accomplishment of their missions.

13. Variations From TOE Strength and Organization To Meet Special Conditions

a. As indicated previously three different size logistical command headquarters units are provided by TOE. The type used depends on the mission and number of service troops involved. The commander has latitude in organizing his headquarters in a manner best suited to accomplish the assigned mission under the specific circumstances in which the logistical command is employed. The staff is tailored as required to fit the environment in which it is to operate. It should be recognized that a single pattern of staff organization may not be effectively applied to all logistical command staffs for all situations. Augmentation of the headquarters of a logistical command in both numbers and grade may be required to meet a specific situation. This augmentation may consist of expanding the headquarters by adding personnel to one or more staff elements to provide for an increased level of operations, or by adding a completely new staff element to perform a function not provided for in the existing staff. The source of these personnel may be in the form of specially trained teams, the 500-series TOE, a theater bulk allotment as a table of distribution (TD) allowance, or both. Missions occasioned by requirements peculiar to the area of operations or the peacetime mission are carried out by the establishment of augmenting staff elements.

b. The 500-series TOE's are designed to provide small, cellular, trained teams, each capable of accomplishing a specific mission. The types of teams available are so varied that a team or combination of teams can be selected to accomplish virtually any augmentation task which does not require a company size unit.

c. TD augmentation has been a traditional method of expanding a command headquarters to provide for an amplified mission. A TD augmentation is flexible because individuals are the basis of the augmentation and any number of combinations of strength

increases are possible. However, this method requires a relatively long indoctrination and on-the-job training period to transform the TD augmentation into a well-trained, smoothly operating team.

d. If the proper type logistical command headquarters is initially chosen for a mission, it seldom should be necessary to reduce the headquarters strength, since the principle of minimum strength was used in the development of each TOE. Reduced strength figures are provided to adapt the TOE to lesser requirements for personnel and equipment during prolonged noncombat periods and for a limited period of combat.

CHAPTER 3
MISSIONS, FUNCTIONS, AND EMPLOYMENT

Section I. GENERAL

14. Mission

The primary mission of a logistical command is to provide administrative support to combat forces. The principal operators are the attached or assigned technical and administrative service units which actually provide administrative support. The purpose of staff activities is to coordinate and supervise the activities of the principal operators. Accordingly the staff officers having primary directorate staff supervision over the administrative support operations of the technical and administrative service operators are the central figures for staff activities.

15. Flexibility

The inherent flexibility of the logistical command organization, plus the availability of the three different types of logistical command headquarters, permits the assignment of a trained, organizationally sound headquarters of appropriate size to administer technical and administrative service units required for the accomplishment of the administrative support mission. By adjustment of its troop list, a logistical command can proceed from one mission to another without varying its basic organic structure.

16. Objectives

Regardless of the type of logistical command employed, or the units comprising the troop list, the primary consideration in developing an integrated organization is that it must be capable of providing responsive and effective support of the proposed operation. A corollary to the primary consideration is that continuous and uninterrupted support must be insured by providing alternate means. This becomes even more important under conditions of nuclear and CB warfare. The organization must develop a high state of training in order to—

a. Perform its duties with efficiency and economy.

b. Make maximum utilization of all resources, including specially trained and skilled personnel of the technical services.

c. Be able to provide commanders and staffs with accurate, up-to-date administrative support information at any time.

d. Be able to formulate accurate and authoritative supply requirements and to integrate maintenance requirements with supply requirements.

e. Be administratively self-sufficient and capable of operating independently, when required.

f. Develop organizational and operational procedures which are capable of rapid transition from peacetime to wartime use, or from one situation or environment to another of vastly different scope and magnitude.

17. Security

The commander of a logistical command is responsible for the security of his assigned area and will, within his capability, take appropriate action against all security threats. He must coordinate his plan with the rear area security and area damage control plans of adjacent commands.

18. Employment

A logistical command of the appropriate type (A, B, or C) and composition may be employed to provide administrative support to tactical forces in any type of war and in any operational environment. The type of logistical command headquarters required is determined by the size of the force it must control and the scope of the intended operation which it is required to support. Logistical commands will be utilized to execute specific administrative support missions. A logistical command may be assigned any of the missions discussed in the remainder of this chapter.

Section II. THEATER ARMY LOGISTICAL COMMAND (TALOG)

19. Mission

The mission of a theater army logistical command is to provide administrative support, except personnel replacements and civil affairs, to all U.S. Army forces located in the theater, and to such theater navy, theater air force, allied, and other forces as directed.

20. Functions

The functions performed by a theater army logistical command include—

a. Command control of BALOG(S), ADLOG(S) and other organizations.

b. Provision of intersectional communications service.

c. Provision of transportation service including intersectional transportation services.

d. Provision of intersectional petroleum service.

e. Procurement, receipt, storage, maintenance, and distribution of supplies and equipment to include supply control.

f. Operation of facilities for the maintenance, repair, and salvage of equipment.

g. Construction, repair, and maintenance of roads, railroads, bridges, buildings, and other facilities essential to military operations.

h. Provision of medical service to include evacuation and hospitalization for the sick and wounded.

i. Evacuation, processing, and employment of prisoners of war within the provisions of existing agreements and treaties.

j. Training of troop units and individuals assigned or attached to a theater army logistical command.

k. Provision of military police services within the communications zone.

l. Procurement of real estate.

m. Provision of rest camps, leave facilities, and welfare and recreational programs and facilities.

n. Chaplain services.

o. Army exchange service.

p. Army postal service.

q. Legal and judicial services.

r. Claims service.

s. Finance and accounting services.

t. Provision of automatic data processing system (ADPS) services.

u. Rear area security and area damage control within the communications zone.

v. Provision of graves registration services.

w. Territorial control of the communications zone, if this responsibility is assigned to theater army.

Section III. ADVANCE LOGISTICAL COMMAND (ADLOG)

21. Mission

The mission of an advance logistical command is to furnish administrative support, except personnel replacements and civil

affairs, to forces in the combat zone, including U.S. Army missile commands in support of allied ground forces, and to support units located within the advance section. To accomplish this mission, advance logistical commands are provided as required to meet the support requirements of the combat forces to be supported in any given situation. A possible basis of allocation is one per U.S. field army and one per Allied Army authorized support from U.S. Army sources. The successful accomplishment of this mission requires that the advance logistical command normally be located contiguous to the rear boundary of the field army it is supporting, and that it possess sufficient mobility to maintain this relative position as the supported field army displaces.

22. Functions

The commander, advance logistical command, is responsible for the performance of the following functions within his assigned area:

a. Acquisition, receipt, storage, distribution, and supply control of the supplies and equipment required to sustain the combat operations of the supported field army.

b. Provision of direct support and general support maintenance services.

c. Provision of transportation service, other than intersectional.

d. Provision of communications service, other than intersectional.

e. Provision of petroleum service, other than intersectional.

f. Construction, repair, and maintenance of highways, railroads, bridges, buildings, and other facilities essential to the conduct of military operations. However, maintenance of railroads, pipelines, and communications systems used for intersectional service is a responsibility of the appropriate intersectional service.

g. Provision of medical service, to include the evacuation of patients from the medical installations and facilities of the supported field army.

h. Evacuation from the combat zone, processing, and employment of prisoners of war within the provisions of existing agreements and treaties.

i. Rear area security and area damage control.

j. Provision of military police services.

k. Acquisition of real estate essential to the conduct of military operations.

l. Training of troop units and individuals assigned or attached to the advance logistical command.

m. Chaplain services.

n. Army exchange service.

o. Army postal service.

p. Legal and judicial services.

q. Claims service.

r. Finance and accounting services.

s. Provision of ADP's service.

t. Provision of administrative support to ADLOG units and other units located in or passing through the advance section as directed.

u. Such additional functions as may be assigned by the commander, theater army logistical command.

v. Territorial control of the advance section.

Section IV. BASE LOGISTICAL COMMAND (BALOG)

23. Mission

The principal mission of a base logistical command is to provide direct support to one or more advance logistical commands and to support units located in its zone of responsibility. It furnishes materiel and services direct to field army on request of ADLOG, or as directed by TALOG. Since base logistical commands are established within a communications zone on an "as required" basis, their number is dictated in large measure by geographical and operational considerations and not necessarily on the basis of providing one base logistical command for each advance logistical command in the theater. To accomplish its mission of providing support, a base logistical command should be situated as dictated by geography and transportation nets so as to be in a position to continue this support for the maximum forward displacement of the supported commands. Establishment of logistical agencies between a base and advance logistical command is not contemplated. As advance logistical command installations displace forward to points beyond which the provision of direct support from existing BALOG installations is no longer feasible, BALOG should move to more advantageous locations, and unnecessary installations should be promptly phased out of the administrative support system.

24. Functions

The commander, base logistical command, is responsible for the performance of the following functions within his assigned area:

a. Acquisition, receipt, storage, distribution, and stock control of supplies and equipment required to provide direct support to advance logistical commands.

b. Provision of direct and general support maintenance, except for such specialized maintenance facilities and operations as may be assigned to and under control of the intersectional services operated by the theater army logistical command.

c. Provision of transportation service, other than intersectional.

d. Provision of communications service, other than intersectional.

e. Provision of petroleum service, other than intersectional.

f. Construction, repair, and maintenance of highways, railroads, bridges, buildings, and other facilities essential to the conduct of military operations. However, repair and maintenance of railroads, pipelines, and communications systems used for intersectional service is a responsibility of the appropriate intersectional service.

g. Provision of evacuation and hospitalization of sick and wounded in accordance with procedures established by theater army logistical command.

h. Evacuation, processing, and employment of prisoners of war within the provisions of existing agreements and treaties.

i. Rear area security and area damage control.

j. Provision of military police services.

k. Acquisition of real estate essential to the conduct of military operations.

l. Training of troop units and individuals assigned or attached to the base logistical command.

m. Provision of rest camps, leave facilities, and welfare and recreational programs and facilities.

n. Provision of ADPS service.

o. Chaplain services.

p. Army exchange service.

q. Army postal service.

r. Legal and judicial services.

s. Claims service.

t. Finance and accounting services.

u. Provision of administrative support to using units located in or passing through the base section.

v. Territorial control of the base section.

w. Such additional functions as may be assigned by the commander, theater army logistical command.

Section V. OTHER MISSIONS

25. Army (Independent Corps) Base

a. In certain operations, pending establishment of a communications zone or where the requirement for a CommZ is not anticipated, a field army or independent corps must provide its own administrative support. The area from which this administrative support is provided is an army (independent corps) base. A logistical command tailored for the task and attached to a field army or independent corps operates within the army (independent corps) base.

b. For further details on army base operations see FM 100–10.

26. Area Commands

Area commands may be established directly subordinate to any designated headquarters. A suitable command headquarters will control and administer an area command when established. Normally, an area command provides only rear area security and area damage control, and the local administrative support necessary for the conduct of military operations within the area under its control. When an area commander is assigned a major administrative support mission, an appropriate type logistical command, tailored to provide the administrative support, is utilized.

27. Area Rehabilitation

A logistical command headquarters may be assigned the mission of administering and rehabilitating an area in which civil means are inadequate because of natural disaster or military actions.

CHAPTER 4
PLANNING

28. General

a. The sequence of events for administrative support planning is described in FM 101–5.

b. The general aspects of administrative support planning; the effects of enemy capabilities for employment of nuclear, chemical, and biological weapons on administrative support planning, base development planning; and general aspects of troop requirements planning are contained in FM 100–10.

c. The more important planning documents used and the general sequence in which they are prepared are illustrated in figure 5. Sample formats for documents used in planning are referenced as follows:

Standing Operating Procedure	Appendix II
Administrative Commanders Estimate	FM 101–5
Operation Plan	FM 101–5
Administrative Plan	FM 101–5
Logistical Annex to Operation Plan or Order	FM 101–5
Base Development Plan	FM 101–10

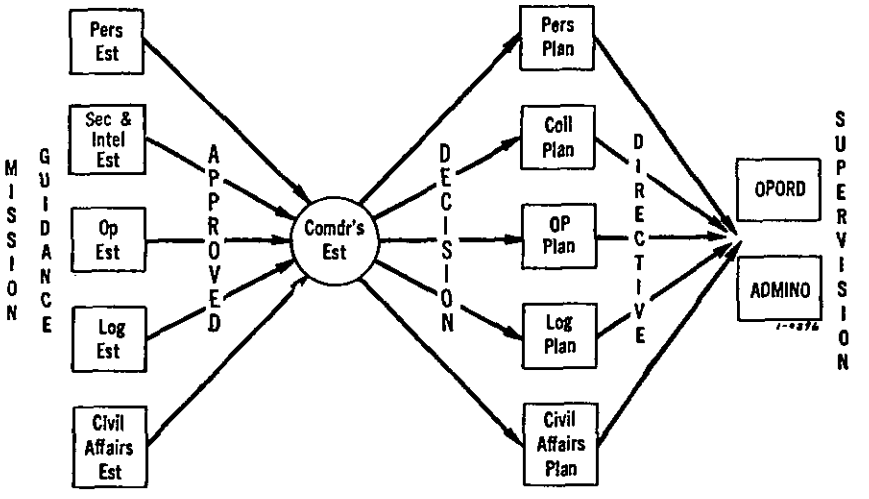

Figure 5. Sequence of planning documents.

29. Relationship With Other Major Headquarters

Theater army logistical command bases its plans on those of the major forces supported and coordinates with every major headquarters in the theater which derives support from the theater army component or contributes support thereto. Its relations with theater, theater navy, theater air force, and theater air defense command headquarters on policy matters are conducted through theater army headquarters. Theater army logistical command headquarters works directly with field army or other supported force and the appropriate Navy and Air Force administrative support agencies for routine support matters. It handles routine administrative support matters directly with the army administrative support element of a joint force if one exists in the theater, but receives guidance from theater army headquarters on policy matters pertaining to the joint force. The theater army logistical command commander, functioning under the policies and procedures established by Department of the Army and theater army headquarters, conducts the routine operations of theater army administrative support with zone of interior (ZI) agencies. The theater army logistical command receives instructions from or coordinates with the major headquarters shown in appendix III.

30. Logistical Planning

a. All elements of planning (personnel, intelligence, operations, logistics, and civil affairs) are vital to the successful accomplishment of the administrative support mission. Because of its critical nature, logistics may be a determining factor as to whether or not a particular operation can be supported. A method and procedure for use in preparing logistical estimates and plans is discussed in the following paragraphs. The same sequence is applicable to any type of administrative support planning.

b. Supply Planning. A key element of logistics planning is supply planning. A logistics officer must keep himself continuously informed of supply levels and major supply problems of other commands in order to insure maximum economy in utilization of supplies and to effect coordinated action that will further the operation. Particular emphasis must be placed upon—

(1) Efficient use of transportation.

(2) Reduction in the multiple handling of supplies.

(3) Reduction in order and shipping time.

(4) Elimination, or reduction to a minimum, of requirements

that do not contribute directly to the progress of combat operations.

(5) Efficient use of manpower.

(6) Economy in the use of supplies and equipment.

(7) Reduction in nice-to-have and improbable contingency items.

(8) Simplification of work to include the latest mechanical methods for handling supplies and electronic devices for supply control.

(9) Establishment and maintenance of minimum supply levels.

(10) Establishment of alternate means to provide support in order to obtain flexibility.

(11) Increased mobility of installations.

(12) Rear area security and area damage control.

(13) Dispersion of units and installations.

(14) Placing supply installations in most favorable locations relative to the transportation net.

c. Logistical Estimate of the Situation. The planning activities in a logistical command parallel those of other theater army agencies and are covered in FM 100–10 and FM 101–5. Planning documents of particular interest to a logistical command are logistical estimates, logistical plans, and the administrative order. Logistical estimates are a determination and expression of the influence of logistical factors on the accomplishment of the mission or on the contemplated courses of action of the command, and serve three broad purposes:

(1) To determine whether the contemplated tactical operation can be supported.

(2) To serve as the basis for recommending one logistical course of action as the best for carrying out the mission.

(3) To bring to the commander's attention limiting features and those problem areas requiring command action.

d. Logistical Plans. Logistical plans are based on logistical estimates, to include modifications resulting from the continuing aspects of the estimate, additional information received from other sources, and subsequent decisions made by the commander. They are used to announce these decisions for planning purposes and/or implementation on order. Information on the following is essential in the development of logistical plans:

(1) *The overall tactical plan and scheme of maneuver.* Administrative support planners must be advised of the

basic tactical concept of the operation early in the planning stages. After development of a planning schedule to meet the ultimate objective, plans are prepared to support the tactical units in accomplishing that objective. Logistical consideration have often altered or dictated tactical concepts of operations. Constant coordination between tactical and administrative support planners is essential to insure that administrative support meets the requirements of the tactical plan.

(2) *Supported troop strength and equipment density.* Supported troop strength and density of major items of equipment are governing factors in the preparation of the troop requirements for the technical services and administrative units necessary to support the operation. Supported troop strength and equipment density must be determined as early as practicable in planning support for combat operations, and thereafter must be subjected to minimum fluctuation. Without a reasonable idea of the number and types of troop units, armored and other vehicles, gun tubes, etc., to be supported, transportation requirements (water, land, air, pipeline, and terminal facilities), replacement and consumption materials, reserve tonnages, personnel replacements, hospitalization, and other service requirements cannot be computed.

(3) *Transportation.* The logistical planner requires knowledge of requirements for transportation, and capabilities of transportation units and facilities in order to plan the support for a contemplated operation. The total capability of the transportation service must be adequate to support the planned operation. Similarly, plans must be made to provide adequate support for the transportation operating units and facilities. Potential users of transportation must make known their estimated requirements for movement of supplies and equipment, including replacement and buildup to authorized supply levels. These requirements must be matched against known transportation capabilities or used as a basis for computing the number of transportation units needed. In the absence of factual data, plans may be based on estimates or on generalized data from FM 101–10 or FM 55–15. The minimum transportation data required for planning includes:

(*a*) Movement requirements for both personnel and cargo

for the Army forces supported. To this should be added any requirements for support of the Navy, Air Force, and Allied forces; as well as requirements for civilian relief shipments.

(*b*) Number, types, capabilities, and characteristics of transportation units, equipment, and facilities of all modes, to include a phased schedule of their availability. The plan must utilize resources available or provide for obtaining additional resources.

(*c*) Requirements for construction and rehabilitation of roads, railroads, and terminals.

(4) *Use of existing facilities in the objective area.* Advance planning for administrative support includes consideration of available sites for depots and service installations in the objective area. Existing facilities should be used when feasible. Factors which govern the location of these installations include ability to support the operation, defensibility, dispersion, and accessibility to the existing transportation net. The possibility of destruction of facilities selected for use must be considered and alternate plans prepared. All of these have an important bearing on requirements for engineer support. Plans must provide for construction troops and materials, barrier plans, acquisition of real estate, and repairs and utilities services. The plan must provide for the procurement and use of available civilian supplies, facilities, and services in consonance with national objectives and theater policies.

(5) *Labor.* Both local civilians and prisoners of war are valuable sources of manpower and plans should be made for their maximum utilization consistent with U.S. policies, international treaties, conventions, and the rules of land warware. Local attitude and expected reaction toward military occupation have a definite relationship to anticipated use of civilian and prisoner of war labor. In many instances, it may be necessary initially to depend primarily on military personnel for labor. Later, as the local attitude is properly developed, and as prisoners of war become available, maximum use of non-U.S. military personnel should be made in type B service units and civil labor units.

(6) *Troop basis planning.* A balanced logistical support force must be provided and a sound command structure organized to exercise economy of force in accomplishing

logistical support of combat forces. Considerable improvisation may be necessary.

31. Troop Requirements Planning

Logistical commands, except for the headquarters and headquarters company, have no fixed composition. There is no formula to apply nor table to consult that will show exactly how a logistical command should be organized, or exactly how many and what kind of units are necessary to perform the many missions with which it may be charged. Several fundamentals for troop requirements planning are described in FM 100–10. These fundamentals, if analyzed and applied properly in terms of the situation, indicate proper methods of employing the data contained in FM 101–10 and appropriate TOE for developing satisfactory troop requirements for a logistical command.

CHAPTER 5
LOGISTICAL COMMAND OPERATIONS

Section I. GENERAL

32. General

a. The operations of a logistical command are as outlined in chapters 2 and 3, in FM 100–10, in other pertinent FM's (app. I), and as prescribed by proper authority. The closest liaison must be maintained continuously with supported forces. The initiative for establishment of contact must be from the supporting to the supported force. Liaison officers are exchanged with major supported commands to establish and maintain close contact with corresponding staff officers of those commands. This liaison activity in no way curtails the necessity for frequent contact between supported and supporting commanders. The primary missions of the supporting commander is to provide adequate, continuous, and timely support to the supported commander. It is to this end that the supporting commander devotes his main effort.

b. Since military operations are dependent upon administrative support, the commander of a logistical command must be continually cognizant of long-range and short-range plans of supported commands. For this reason, it is essential that plans for the operation and for administrative support of the operation be prepared concurrently. The commander of a logistical command must guard against complacency and any tendency to permit operational arrangements to become static. He must be alert to the necessity for constant planning for future operations and the timely adjustment as necessary of facilities, stocks, and services required for adequate support of such operations.

c. Administrative support functions performed by a logistical command in the accomplishment of its mission include logistics, personnel, and local civil affairs. Major functions included within the scope of logistics are supply, transportation, maintenance, construction, medical evacuation and hospitalization, and labor. In addition, particularly in small theaters of operations where a theater army civil affairs command and/or a theater army re-

placement and training command are not established, a logistical commnd my be assigned responsibilities for the missions of these commands. In such cases, the logistical command is augmented as required.

d. In addition to the administrative support functions performed by logistical commands, other areas in which a logistical command has major interest and responsibilities include rear area security and area damage control, and communications.

33. Rear Area Security and Area Damage Control

a. General aspects of rear area security and area damage control activities are described in FM 100–10.

b. Command and staff control of rear area security and area damage control operations in territory assigned to a logistical command is characterized by the provision of a single structure for control of such operations. The deputy commander of the logistical command is assigned responsibility for general supervision of the planning and conduct of rear area security and area damage control. The director of security prepares the rear area security and area damage control plans and provides the necessary representation in the ADSOC to exercise staff supervision over their execution. He also exercises staff supervision over specialized intelligence units which are assigned to the logistical command for collection and processing of intelligence information. In addition the ADSOC provides the necessary operations center, communications means, and warning system.

c. The security of lines of communications for intersectional service operations in the combat zone is a responsibility of the field army commander in whose area the lines of communications are located. The security measures taken are coordinated between the field army commander and the commander, TALOG. In rear of the combat zone, local security of lines of communications for intersectional service operations is the responsibility of the commander, TALOG. He coordinates and executes this responsibility through the commanders of his subordinate advance logistical commands, base logistical commands, and area commands, as appropriate. The threat of enemy airborne attacks, guerrilla action, infiltration, and sabotage in the rear areas requires that all personnel be trained and capable of engaging in effective, coordinated combat operations. Security plans should be based upon the employment of all military and appropriate indigenous forces located in the rear areas.

34. Communications

a. The responsibilities of logistical commands for provision of communications services in a theater of operations are described in FM 100–10.

b. A TALOG commander normally is delegated executive responsibility for Army communications within a communications zone. Thus he is responsible for installation and operation of the theater area communications system (TACS), interconnecting this system to the field army area communications system, and interconnecting TACS to the world-wide communications syster. The signal officer TALOG, plans, supervises, and normally has operational control over the installation, management, and operations of the system within the provision of policy and procedural directives of the theater army commander.

c. Communications services for which a TALOG commander is responsible may be grouped functionally as follows:

(1) Long lines services.
(2) Local communications services.
(3) Special purpose communications services, to include:
  (*a*) Point to point radio service.
  (*b*) Communications services to points external to the theater.
  (*c*) Press and morale communications services.
  (*d*) Army air traffic control communications services.
  (*e*) Railway, highway, inland waterways, and pipeline communications services.
(4) Nonelectronic communications services to include:
  (*a*) Local and long distance signal messenger service.
  (*b*) Pictorial service.

d. Since the areas covered by long lines services, special purpose services, and long distance messenger service do not fall within geographical or organizational subdivisions of a communications zone, but are more intersectional in nature, a communications intersectional service is assigned to TALOG.

e. ADLOG, BALOG, and area commands provide local communications service and pictorial service within a CommZ on an area basis. Signal officers of these commands exercise staff supervision and when directed by their commander have operational control over the signal units, installations, and facilities which provide these communications services. When necessary, a central film library and a central photographic laboratory may be established under direct supervision of the TALOG signal officer.

Section II. ADMINISTRATIVE SUPPORT FUNCTIONS

35. General

a. Administrative support responsibilities of logistical commands normally involve the functional areas discussed in paragraphs 36 through 41.

b. General and basic information concerning these functional areas is contained in FM 100–10. For this reason, data contained herein should be considered in conjunction with similar material in FM 100–10.

36. Supply

a. General. A U.S. theater army commander is responsible for the supply of U.S. Army forces in the theater and for supply support of U.S. Navy, U.S. Air Force, and other forces with Army items as directed by higher authority. He retains responsibility for the preparation of overall supply plans and policies and establishes policies regarding priorities for the allocation of resources among major subordinate commands. He assigns responsibility for the operation of the theater army supply system to appropriate major subordinate commanders, primarily TALOG and field army commanders.

b. Theater Army Logistical Command.

(1) TALOG commander is responsible for:

(*a*) The determination and submission of theater army materiel requirements. Forecasts are made in advance to insure that supplies and equipment can be obtained from the zone of the interior or other sources to support planned operations and to maintain authorized supply levels.

(*b*) Providing logistical support to the field armies and other designated major commands and to his own command in accordance with the directives and policies of the U.S. theater army commander. He is responsible for establishment and maintenance of the theater army stocks and the operation of a centralized theater army inventory control system. Necessary elements of the theater automatic data processing system are under his control for this purpose. In addition, the commander, theater army logistical command, suballocates supplies among his major subordinate commands, arbitrates conflicting supply requirements and provides command supervision over their supply activities.

(*c*) The timely requisition of supplies from the zone of interior or other sources to support operations and to maintain balanced theater army supply levels. This is accomplished by the technical service staff officers of the theater army logistical command who maintain theater wide inventory control over supplies of their respective services.

(2) The receipt, storage, and distribution of all supplies, except bulk POL, are decentralized to BALOG, ADLOG, and if required, to area commands operating directly under TALOG. Receipt and distribution of bulk POL throughout the theater is centralized in the petroleum intersectional service (POLIS) which operates under the direct control of the theater army logistical command Quartermaster. Packaged petroleum products are distributed by the regular theater depot system.

c. Base Logistical Command.

(1) The base logistical command is normally the initial point for the receipt of supplies from CONUS, but supplies may be shipped direct from the zone of interior to terminals elsewhere within the theater.

(2) A BALOG commander is responsible for supporting designated advance logistical commands and may be directed to support field army supply installations and TALOG area commands. He also provides supply support to all Army units and designated units of other Services located within the base section.

(3) The receipt, storage, and issue of supplies within a base logistical command is normally performed by technical service (branch) depots. Supply points and direct support technical service units may also be utilized as required for support of units within the base section; these may be a part of a depot. The requirement for reducing vulnerability to enemy nuclear attack dictates maximum exploitation of all existing beaches and water terminals and may result in use of relatively remote or isolated beaches and water terminals. In this event, a small general-type field depot may be established as opposed to the normal use of branch depots. In such cases, the commander of a general-type field depot will become responsible for the receipt, storage, and issue of the supplies entering his depot in the same manner as the commanders of general-type field depots in an ADLOG.

(4) Each technical service staff officer in BALOG headquarters maintains stock control over the various classes of supply for which he has responsibility. These technical service staff officers also receive demands from advance logistical commands, take supply action thereon, and submit stock status data to TALOG as required. Depots of the base logistical command receive, store and issue supplies, maintain simple records of the amount and location of depot stocks, and submit stock status reports to the technical service staff officers in BALOG headquarters as required. (The performance of the aforementioned functions will be facilitated by the use of the ADPS equipment when available in the ADSOC of BALOG headquarters and in the depot ADPS Service Center.)

d. Advance Logistical Command.

(1) An ADLOG commander is responsible for providing timely and effective support to a designated field army. This support is normally accomplished on a wholesale basis. The commander is also responsible for providing supply support to all Army units and designated units of other Services located within the advance section.

(2) Normally small general-type field depots receive, store, and issue supplies within an advance logistical command. Medical supplies will be stored separately from non-medical supplies in order to qualify the medical supplies for protection under the Law of Land Warfare as set forth in FM 27–10. Technical service operating units assigned or attached to general-type field depots provide general and direct supply support to using units within ADLOG for all supplies except those which direct support maintenance and supply units normally issue to users.

(3) Technical service staff officers in ADLOG headquarters exercise supply control and maintain stock control over those supplies for which they have responsibility. These technical service staff officers also take supply action on extract requisitions received from ADLOG general-type field depots, submit replenishment requisitions to the appropriate technical service staff officer in BALOG headquarters, and submit stock-status data to TALOG as required. ADLOG normally relays to BALOG demands from the combat zone for classes I and V supplies.

(4) A general-type field depot commander is responsible to the commander, ADLOG for the supply support of a specified segment of the combat zone. The ADLOG technical service staff exercises technical supervision over general-type field depot operations. General-type field depots of ADLOG receive requisitions from supported elements, issue supplies in accordance with ADLOG plans and policies, maintain simple records of the amount and location of depot stocks, and submit extract requisitions and stock-status data to the appropriate technical service staff officers in ADLOG headquarters as required. Demands from the combat zone for classes I and V supplies which have a reasonably predictable rate of consumption are relayed by the general-type field depot through the ADLOG technical service staff to BALOG for through-put distribution to the combat zone.

e. Levels of Supply.

(1) The Department of the Army prescribes the levels of supply authorized for a theater army in terms of days of supply. The U.S. theater army commander is responsible for the determination of supply levels in TALOG and field armies. He may prescribe levels for sections of the communications zone or he may delegate such authority to the commander, TALOG.

(2) The TALOG commander prescribes supply levels for installations in TALOG, or he may delegate this responsibility to the subordinate logistical command to which the installations are assigned.

(3) ADLOG normally maintains a 15-day level of all classes of supply for back-up stocks of fast-moving field army stockage list items, primary stocks of slow-moving and bulky field army stockage list items, and fringe items authorized in the system which relate to field army maintenance needs. The remainder of the authorized theater army stocks are normally stocked in depots of BALOG.

f. Local Procurement.

(1) The TALOG director of services is responsible for the development of overall policies for local procurement of supplies, equipment, services, real estate and other resources, to include non-U.S. civilian personnel. These broad policies reflect the guidance or decision of the TALOG commander and are consistent with policies

promulgated by the theater army commander. The policies include such items as procedures, sources of supply or services and restrictions; and are provided in coordination with all directorate staffs, the comptroller, and the judge advocate general within their areas of interest. Actual procurement operations are performed by a local procurement agency or by contracting officers of the technical services. The director of services supervises the local procurement of services, to include the allocation of production and local resources.

(2) The director of personnel supervises the local procurement of civilian labor and the allocation of labor to subordinate units. He is also responsible for the development of policy, organization, and procedures for the employment of all types of non-U.S. civilian labor in coordination with the director of services and the director of civil affairs. He supervises the administration of labor management policies with respect to non-U.S. civilian labor, to include the maximum effective utilization of personnel, and the execution of policies pertaining to working condition, rations, wages, and allowances.

(3) The director of civil affairs has staff responsibility for the civil affairs aspects of local procurement. He provides advice and insures that policies are consistent with those of the theater army civil affairs command or higher headquarters. He arranges for contacts with local civil authorities for the procurement of supplies, services, and non-U.S. civilian labor.

(4) The director of supply and maintenance, within the broad policies for local procurement established by the director of services, supervises activities pertaining to the local procurement of supplies and equipment.

g. Wholesale Distribution.

(1) Field army requirements and schedules for all supplies, excluding bulk class III, are transmitted to designated advance logistical command general-type field depots. ADLOG general-type field depots normally fill demands for stockage classes II and IV supplies. Extract demands are relayed to the ADLOG staff for nonstockage classes II and IV items, and for classes I and V supplies, for through-put distribution from BALOG. Although the ADLOG depots at times will ship from their

own stocks, they will, to the maximum extent practicable, arrange for the filling of class I and V requirements of the field army by requesting through routings of these supplies from BALOG, bypassing ADLOG general-type field depots. The ADLOG headquarters transmits to BALOG headquarters requirements for replenishment of stocks in ADLOG depots. TALOG provides transportation for the forward movement of supplies from ADLOG and BALOG to field army supply installations or divisions.

(2) The petroleum intersectional service (POLIS) develops bulk POL requirements and distribution plans under the supervision of the TALOG quartermaster. Major consumers, including field army, submit estimates for short range bulk POL requirements to headquarters, POLIS. The latter consolidates these requirements, initiates supply action and develops the necessary shipping schedules in accordance with priorities established by higher headquarters. Summaries of daily issues or similar reports flow from bulk Class III supply points and depots to major command headquarters and to POLIS terminals providing support. Daily reports of stock status and ullages are transmitted from POLIS terminals to headquarters POLIS over the pipeline communications system. Headquarters, POLIS schedules and directs shipments required to maintain specified stock levels at POLIS terminals. When forward POLIS terminals exist in a field army service area, bulk petroleum products are normally made available to appropriate field army transportation at that point for line haul movement. When it is not feasible to locate forward POLIS terminals within a field army service area, POLIS is responsible for arranging for bulk petroleum to be transported to general or direct support field army units as directed by the field army commander. In an emergency, if the POLIS system is disrupted, the ADLOG commander must be capable of accomplishing continued bulk petroleum support to field army, utilizing all POLIS resources physically located in the advance section. The ADLOG commander, as directed by the TALOG commander, receives and maintains requirements and stock status data in order that he may assume this responsibility.

h. Retail Distribution. Retail supply support of army and other

designated units within the communications zone is provided by retail issue sections of the technical service depots, general-type field depots, technical service supply points, and technical service direct support supply and maintenance units.

37. Transportation

a. General.

(1) The transportation service must be organized to accomplish the integration of the several modes into one functional service which utilizes each of the modes to its best advantage.

(2) The TALOG transportation intersectional services accomplish transportation from terminals to ADLOG or to the supported field armies. A command is normally established for each available mode utilized, and for transportation movements. The transportation officer, TALOG accomplishes centralized coordination of all modes and transportation movements. The transportation activities normally organized as commands are motor transport, railway, inland waterway, and transportation movements. When so directed by the TALOG commander, the transportation officer, TALOG, may exercise operational control over units providing transportation intersectional service to their most forward point of delivery. He is also responsible for staff supervision of transportation security. Movements into the combat zone will be coordinated with the transportation officers of the supported field armies.

(3) BALOG, ADLOG, and area commands are provided with the capability to accomplish local transportation requirements when so directed by his commander. The appropriate transportation officer exercises control of this transportation.

b. Management of Movements.

(1) Management of movements will be exercised at the level of command which can effectively coordinate user requirements with transportation capabilities.

(2) Transportation movements staff elements and units accomplish the management of intersectional movements. The units are a part of the transportation intersectional service, normally under the operational control of the TALOG transportation officer. In order to provide effective field coverage, the communications zone is

divided into transportation movements regions. Branch offices are located at critical points throughout the regions.

(3) The movement program is the principal means of regulating movements. It is published as a command directive and distributed to all interested activities. Based upon the program, the transport services reserve the required capacity; shipping agencies prepare to ship; and receiving activities plan for receipt of shipments. The program does not authorize supply action, nor does it authorize the dispatch of transport equipment for loading. Shipping agencies for each shipment must initiate a request for transportation. Programed transport equipment is furnished upon request. Requests for nonprogramed movements can be fulfilled only when priority exists which will justify release of capability reserved for programed shipments. The director of services resolves priorities. Constantly changing requirements and the local nature of intersectional movements make programing for extended periods impracticable. Though a movement program is not usually published for intrasectional movements, a movement plan is developed. This plan is based primarily upon the use of motor transport. The required motor transport equipment is allocated on a mission basis. Instructions relative to procedures for intrasectional movements are disseminated to all interested agencies. An exception to the above is the publication of the port clearance program, which includes intrasectional movements from water terminals.

(4) Movement plans of the TALOG transportation officer must anticipate serious dislocations of service by nuclear attack in one or more transportation systems, and must provide alternatives which integrate combinations of transportation capabilities to satisfy movement requirements. Movement plans must provide a control system which will respond immediately to remedy the effects of breaks in the transportation systems. Regardless of the method of transportation employed, each shipment must be planned in such a manner that its loss will not create a critical shortage of any one item of supply.

(5) All using agencies furnish requirements for transportation to the TALOG transportation officer. These requirements are forecast as far in advance as practical in

order that the transportation movements organization of the TALOG transportation staff may prepare a movements plan. Through matching the movement requirements with transportation capabilities, a movement program is developed which will provide an efficient and effective transportation service.

(6) Transportation movements personnel in the field exercise no command authority over any of the transport services. Their primary function is to act as agents for the users and operators of transportation transport services and for the transportation movements services and the transportation movements staff. They insure that the relationship between users and operators is so coordinated that the movement programs, directives, and policies of higher commands are complied with, and that maximum utilization of movement capability is obtained from available facilities and equipment.

(7) Procedures for preparation and use of transportation documentation for shipment and control of supplies and personnel en route should be uniform and contained in a command directive. Transportation documentation is prepared by the shipper at the point of origin. Distribution of transportation documentation is the responsibility of the transportation officer at the point of origin.

c. Terminals.

(1) *General.*

(*a*) A terminal is essentially a transfer point, rather than a terminus, for traffic. Its operation must, therefore, be kept as fluid and flexible as possible. The terminal is a point at which cargo or personnel is transferred from one mode of transporation to another. The facilities through which these operations take place should not be used as warehouses except under the most exceptional circumstances.

(*b*) Appropriate units of the using transportation service operate rail, highway, and inland waterway terminals which service intersectional traffic. When such terminals service intrasectional traffic, they are operated by units assigned to the section in which they are located. Water and beach terminals are operated by the appropriate base logistical command or advance logistical command. The POL intersectional service operates pipeline terminals.

(2) *Water terminals and beaches.*

(*a*) Water terminals and beaches are the means of entry into an oversea theater of operations for the bulk of materiel and personnel required in the conduct of a military operation. The base logistical commander (or advance logistical commander, if appropriate) is responsible, in coordination with the Military Sea Transportation Service, the U.S. Navy, and the host nation, for overall control and operation of all water terminal facilities.

(*b*) The specific water terminal or beach to which each vessel will be assigned for unloading is determined at a ships destination meeting. This meeting is called by the director of services, TALOG, and is conducted by the transportation officer, TALOG. Others attending the meeting include representatives of the technical services, ADLOG, BALOG, and the Military Sea Transportation Service. Whenever possible, vessels are unloaded at the water terminal or beach where the unloading and clearance of the cargo will cause the least congestion of the transportation net and where the most efficient means and most direct route can be used for shipment to its destination. For further details, see FM 55–4.

(*c*) Terminal commands of the base or advance logistical command(s) actually operate the water terminals and beaches. The terminal commands discharge all shipping and clear cargo from the terminal area.

(*d*) Representatives of the BALOG transportation officer notify receiving depots of the movement of cargo from the water terminals and beaches.

(*e*) In the development and operation of the water terminals and beaches, the BALOG transportation officer effects coordination with the following agencies:

1. Theater navy for transmission of berthing and vessel dispatch instructions.

2. BALOG engineer for water terminals and beach construction and development, and for the clearing of harbors.

3. All technical service staff sections of base logistical command for notification of the arrival of cargo and the evacuation of materiel from the theater.

4. BALOG surgeon for the evacuation of patients.

(*f*) The loading terminal dispatches copies of the mani-

fests documenting cargo loaded aboard vessels in the zone of the interior to headquarters, TALOG, in sufficient time to insure receipt in the theater prior to the ship's arrival. The manifests are then broken out by technical service and class of supply for distribution to the selected terminal(s) and other agencies concerned.

(3) *Air Terminals.*

(*a*) The theater army logistical command commander is responsible for the control and operation of Army functions at air terminals. These include facilities, army units, and equipment available or provided for the supply, transportation movements management, and the submission of manifests to interested technical service units of the advance and base logistical commands for cargo destination instructions based on previously established priorities. The U.S. Air Force is responsible for loading and unloading Army cargo transported by Air Force aircraft.

(*b*) Army functions discharged at air terminals by transportation movements personnel of the transportation intersectional service units include the following:

1. Calling personnel and cargo forward to meet regularly scheduled flights.

2. Clearing Army cargo from air terminals.

3. Insuring that Army cargo moves in priorities assigned.

4. Providing means for continuity of transportation documentation.

5. Liaison with the Air Force.

6. Coordinating patient evacuation movement with the appropriate command surgeon.

(*c*) Air terminals may be located within area commands intermediate between the base and advance sections. If the size of the operation warrants, a transportation terminal command may be established to handle this operation. Air terminals may also be located in the advance section of the CommZ.

(4) *Inland terminals.* Responsibility for operation of inland terminals is as indicated in paragraph 37*c*(1), above.

d. Rail Service.

(1) Operation of a theater army railway system is a responsibility of the military railway intersectional service under technical direction, staff supervision, and nor-

mally operational control of the TALOG transportation officer.

(2) The operation of the system requires that the transportation intersectional service railway unit—

(*a*) Determine and coordinate schedules.

(*b*) Issue regulations for loading cars.

(*c*) Prescribe standards of maintenance for tracks and equipment.

(*d*) Maintain records of the various types of cars and motive power in order to insure their proper distribution to meet peak demands.

(*e*) Supervise or coordinate the functions of those railways operated and maintained by local civilians in the support of military operations.

(3) The construction and major rehabilitation of military railway right of ways are responsibilities of the engineer units of BALOG, ADLOG, and separate area commands. Operational maintenance of the military railway right-of-way is the responsibility of the transportation military railway intersectional service units.

(4) The maintenance of railway operating equipment is a responsibility of TALOG and is discharged by units of the transportation military railway intersectional service.

e. Highway Service.

(1) The TALOG transportation motor transport intersectional service is responsible for controlling and operating a general hauling service by motor transport units. These units are engaged in theater army-wide support and are not assigned to subordinate logistical commands. A transportation motor transport intersectional service command unit formulates and coordinates plans for the utilization of the motor transport resources. This command unit also provides for the integration of indigenous motor transport vehicles and facilities into the service and supervises their operations.

(2) Motor transport units are assigned or attached to BALOG, ADLOG, and to area commands as required for local transportation requirements.

f. Inland Waterways.

(1) Transportation inland waterway intersectional service units are responsible for the operation of military inland waterway systems throughout the theater, with the

exception of those waterways which have both their point of origin and point of termination in one section of the communications zone, or in the combat zone. In these cases, the waterway operation is under the supervision and control of the appropriate section's logistical command, or under the field army commander.

(2) Terminals operated in support of the inland waterway system are the responsibility of the appropriate transportation service units.

g. Air Transportation Service.

(1) Based upon the requirements stated by using agencies, the theater army logistical command requests the theater army commander to make necessary airlift available for administrative support operations. Theater army headquarters allocates lift capacity to TALOG. Integration of airlift into the overall movements plan is accomplished by the appropriate Transportation Officer, TALOG.

(2) Except for medical evacuees, transportation for movement of Army cargo and passengers to and from airfields is furnished by the transportation officer serving the shipping or receiving agency.

(3) The transportation officer, TALOG, is responsible for coordination between the Air Force air transport command and Army users of Air Force transport.

(4) Coordination with the Air Force on flight schedules, space at airfields, etc., is accomplished directly between the transportation movements officer located at the air terminal and the designated Air Force representative.

h. Pipelines.

(1) The operation of pipelines in the theater is a responsibility of theater army logistical command. This responsibility is discharged by the POL intersectional service under the operating control of the theater army logistical command quartermaster. Construction of pipelines and related facilities is accomplished by the TALOG Engineer.

(2) The POL intersectional service operates bulk petroleum dispensing equipment; operates off-vessel discharging and loading bases, including dock manifolds; and arranges for the transmission of bulk petroleum products through the pipeline system.

(3) The theater army logistical command transportation

officer, in coordination with the TALOG Quartermaster, provides for all movements, except by pipeline, of bulk petroleum products, including the scheduling of shipments where necessary with the Navy (Military Sea Transportation Service), the Air Force (Military Air Transport Service), and commercial agencies; and provides railroad, highway, and inland waterway operating services to implement approved plans for the supply and distribution of petroleum products. Packaged products are handled through the depot system.

38. Maintenance

a. Theater army logistical command executes the plans and implements the policies of theater army for providing maintenance support, provides staff supervision over the various maintenance activities, assists theater army in determining the maintenance support requirements and suballocates maintenance units to ADLOG and BALOG.

b. Technical service staff officers at each level of command in TALOG are the responsible supervisors for supply and maintenance of end items of equipment for which maintenance responsibility has been assigned to that technical service. This includes repair parts and general supplies used in maintenance.

c. Each technical service staff officer at each echelon of command in TALOG exercises technical supervision over all phases of maintenance for equipment assigned to his technical service for maintenance.

d. Within ADLOG, general-type field depots are responsible for furnishing maintenance support for a specified portion of the combat zone. Each general-type field depot is provided maintenance units of each technical service who perform field maintenance on their respective service supply items.

e. Direct support maintenance for TALOG units and designated units and installations of other commands located in the communications zone will be provided by the maintenance service units of BALOG, ADLOG, or area commands operating directly under TALOG.

f. General support maintenance for TALOG units and designated units and installations of other commands located in the communications zone will be provided by appropriate maintenance service units of BALOG and ADLOG. In addition, general support units of ADLOG will receive unserviceable, economically repairable equipment which is beyond the repair capabilities of field army maintenance units.

g. Unserviceable, economically repairable items requiring fifth echelon repairs will normally be evacuated to the continental United States in accordance with policies established by Department of the Army. When the proper skills and facilities are available in the theater, certain designated end items may have fifth echelon repairs accomplished if the items are in critical short supply.

h. The theater army logistical command is responsible for the acquisition and supply of repair parts required for the maintenance of army equipment in the theater. Stocks of repair parts which meet the theater stockage criteria are stored in prescribed locations.

39. Construction

a. General. The term construction embraces, but is not limited to, the following activities: construction, maintenance, repair, and rehabilitation of structures, roads, pipelines, inland waterways, railroads, airfields, airstrips, roadblocks, defensive works, and utilities.

b. Responsibility for Construction. The theater commander establishes broad plans and policies for construction in a theater, based on coordinated planning by construction representatives of theater Army, Navy, and Air Force. The theater army commander establishes policies, standards, priorities, and scales of construction in accordance with the theater base development plan for his subordinate echelons. The commander, TALOG, is responsible for army construction throughout the CommZ. He exercises this responsibility through the commanders of ADLOG, BALOG, and separate area commands.

c. Planning and Supervision.

(1) The commander, TALOG, is responsible for planning army construction throughout the communications zone. He is assisted in planning by the subordinate base and advance logistical commands and separate area commands and in part discharges his responsibility for construction through them. The TALOG commander is responsible for the use of construction means available to him in accordance with the broad plans, policies, standards, and scales established by the theater army commander. He assists the field army construction effort, to the maximum extent possible, in accordance with policies and practices established by the theater army commander.

(2) Interzonal construction requirements common to the accomplishment of the missions of both the combat forces and TALOG are normally accomplished by the TALOG commander through the appropriate supporting ADLOG commanders. In such cases, the field army engineer coordinates directly with the engineer of the supporting ADLOG.

(3) Separate area command commanders operating directly under TALOG are responsible for construction within their areas of responsibility on a basis similar to that of a BALOG or ADLOG commander within the base or advance section.

40. Medical Evacuation and Hospitalization

a. General.

(1) The mission of the theater army medical service is to contribute to the maintenance of effectiveness of all supported forces. Its major effort is directed toward the evacuation and hospitalization of patients from the field armies, and the provision of medical supplies to those forces. A second requirement is that of providing complete medical service to administrative support units and other U.S. Army troops in rear of the combat zone.

(2) The medical organization of TALOG is subject to extreme variation depending on its size and location, the type of operations, and the desires of the commander, TALOG.

(3) Normally, in a large theater of operations, the TALOG commander will decentralize operations to ADLOG and BALOG commanders. The TALOG surgeon supervises the technical activities of his service within the communications zone through technical channels. He also exercises operational control over all medical units not specifically assigned or attached to subordinate commands when so directed by the commander.

(4) In a small theater, where the communications zone is not divided, the TALOG surgeon has staff responsibility for the conduct of medical operations throughout the communications zone and for rendering medical support to all Army units and such Navy, Air Force, Allied, and other forces as may be appropriate.

(5) Decentralization of medical functions to ADLOG and BALOG commanders is limited to those activities which do not interfere with the operation of the medical service

of TALOG as a whole. Therefore, the TALOG commander normally retains central control of construction standards for fixed hospitals; the general location, relocation, opening, and closing of fixed hospitals; and the mass evacuation of patients disregarding the boundaries of subordinate commands.

b. Evacuation and Hospitalization. The commander, theater army logistical command is responsible for the evacuation of patients from the combat zone and their treatment within the communications zone. The system for evacuation and hospitalization must be designed as an integrated system directed toward relieving combat units of their sick and wounded, and return of such personnel to duty status as soon as possible.

(1) *Evacuation.*

(*a*) Evacuation planning must anticipate and provide for utilization of alternate transportation means. Maximum use of aircraft should be made.

(*b*) Except for ambulances, the medical service controls no other transportation means for evacuation from the combat zone to the communications zone and controls no transportation means for evacuation from the communications zone to the zone of interior. For additional means of evacuation, the medical service is dependent upon the particular Service (Air Force or Navy) controlling aircraft and ships or the command controlling trains or other modes of transportation. The TALOG surgeon must therefore continuously forecast the requirements for highway, rail, air, and water evacuation, so that coordination for its procurement may be effected sufficiently in advance of its needs. Close coordination must be maintained between the surgeons of logistical commands and the surgeons of supported elements. This coordination normally is maintained through the establishment of medical regulating sections by the command surgeons concerned (FM 8–10).

(*c*) The ADLOG surgeon and the field army surgeon are responsible for the selection of cases to be evacuated by air from medical installations under their respective control. It is essential that the medical regulators be cognizant of this information in order to coordinate surface and air evacuation.

(*d*) The commander, TALOG, is responsible for the reception of patients evacuated by air from forward areas

and for the distribution of these patients to hospitals in the communications zone. Within his zone of responsibility, he is charged with the following functions:

1. The establishment and maintenance of the holding units in the immediate vicinity of each airfield that may be required for the evacuation and/or reception of patients transported by air.
2. The loading and unloading of patients on aircraft, unless the Air Force has established a casualty staging facility. If such is the case, the Air Force has loading and unloading responsibilities.
3. The necessary coordination with Air Force.

(*c*) Responsibility for surface evacuation from the theater to the zone of interior lies with zone of interior agencies. Air evacuation to the zone of interior is the responsibility of the Military Air Transport Service. Specific responsibilities of the commander, TALOG, pertaining to evacuation to the ZI are as follows:

1. Establishment of movement priorities for patients transported by water or air.
2. Transportation of patients to ports and airfields and for their loading into the appropriate transportation.
3. Providing personnel to assist in the care and treatment of patients en route when directed.

(2) *Hospitalization.*

(*a*) TALOG provides hospitalization for all patients originating in the communications zone and those received from the combat zone. The number and types of hospitals depend upon the location of the communications zone in relation to the zone of interior, the extent of the CommZ, troop strength of the theater, the nature of military operations, the character of hostile resistance, and the theater evacuation policy.

(*b*) Hospitalization furnished by TALOG is provided by station hospitals, field hospitals, evacuation hospitals, general hospitals and convalescent centers.

(*c*) General hospitals should, as a rule, be disposed in the rear areas because of the time required for preparation and the relative permanence of their installations. Where lines of communications are extended, and ground evacuation is relied upon, general hospitals should be echeloned forward as soon as practicable. The geographical grouping of general hos-

pitals as hospital centers promotes efficiency of operation.

c. Area Medical Service. In addition to supporting the field armies, TALOG must provide medical service for its own assigned and attached units. Dispensaries and field or station hospitals, together with ambulance units provide this service. The station hospital, because of the time required for its establishment and the relative permanence of its installation, is normally located in BALOG rather than in ADLOG or separate area command. Since the communications zone is subject to recurrent damage from enemy action, dispensaries and aid stations constitute the first echelon of medical support.

41. Labor

a. General.

(1) The labor function of administrative support includes the use of personnel resources within theaters of operations to further the military effort. The labor function is normally concerned with the procurement, management, and utilization of labor available from military service units, allied civilians, U.S. civilians, prisoners of war, enemy civilians, refugees, and displaced persons.

(2) For information pertaining to the utilization of non-U.S. personnel in foreign areas by U.S. forces, see DA Pam 690–80.

b. Responsibilities.

(1) The theater army commander is responsible for the implementation of labor policies established by the theater commander in army operations.

(2) The TALOG commander implements the established labor policies and applies them to Army operations. He may be required to provide the Navy and the Air Force with certain services in connection with the use of civilian employees.

(3) The BALOG commander arranges with local governments concerning procurement and distribution of labor, publication of detailed uniform wage scales, and conditions of employment. Initially these arrangements may be made by using services and units under announced theater policies, but should be centralized as early as practicable in the major areas concerned. Administration and supply are decentralized to using units under the guidance of an overall policy from the

theater army commander. In any case, the responsible agency coordinates with the civil affairs authorities on the overall policies for procurement of civilian labor and makes the necessary contact with civil authorities for local procurement.

(4) At base and advance logistical command headquarters the director of personnel is responsible for the supervision of local procurement of civilian labor and for the development of policy, organization, and procedures for the employment of all types of non-U.S. civilian labor in coordination with the directors of civil affairs and services. He supervises the allocation of labor to subordinate units and he exercises staff supervision over the administration of labor management policies with respect to non-U.S. civilian labor.

(5) The directors of civil affairs at BALOG and ADLOG have staff responsibility for civil affairs aspects of local procurement. They arrange for contacts with local civil authorities for local procurement of non-U.S. civilian labor.

(6) BALOG and ADLOG commanders are responsible for organizing prisoners of war into labor units and for guarding them at all times. Using units will furnish necessary guards for prisoners while they are employed as laborers.

(7) Staff supervision of U.S. civilian personnel employed in oversea theaters is the responsibility of the personnel officer in the headquarters of the employing organization. Normally, such personnel are skilled laborers and are not included in a labor pool.

42. Personnel

a. General. The personnel function of administrative support includes personnel replacement, personnel services, and other activities related to personnel as individuals.

b. Personnel Replacement.

(1) Personnel replacements, both unit and individuals, are provided to logistical commands operating in the communications zone by the theater army replacement and training command. Requisitions for shortages are forwarded through command channels to theater army.

(2) Logistical support of units of the theater army replacement and training command is provided by TALOG.

(3) When a logistical command operates an army base or a small undivided communications zone, it may be assigned the additional mission of providing personnel replacements. In such circumstances, replacement units are assigned or attached to the logistical command.

c. Personnel Activities and Services.

(1) *General.* The type and extent of personnel activities and services support provided within theaters of operation are dependent upon the operational environment, form of conflict, scale of employment of nuclear weapons, and the necessity and feasibility of furnishing the support. The activities and services listed in the following paragraphs normally are performed within theaters of operation on an area basis.

(2) *Rotation.* TALOG units provide a base for rotation of personnel within a theater. The purpose of rotation is conservation of manpower. Individuals with the greatest combat exposure can be rotated, with minimum retraining, by assignment to positions in the communications zone before they become physically or mentally exhausted. The vacancies to which such personnel are assigned are created by casualties, administrative losses, and reassignment to combat units of personnel from theater army logistical command units.

(3) *Graves registration.* TALOG operates the office for the theater to maintain data of the recovery and burial status of dead and missing, to coordinate search, recovery, identification, and burial operations; to supervise the establishment and maintenance of all temporary cemeteries; and to serve as a clearing point for graves registration information for all field elements. The theater army personal effects depot is normally operated in the communications zone, by the BALOG quartermaster. Personal effects of all deceased personnel are forwarded to the depot for shipment to the personal effects depot in CONUS. TALOG assumes responsibility for cemeteries established by the field army when the army rear boundary is displaced forward of the location of the cemeteries.

(4) *Prisoners of war.* The communications zone is the final processing point for prisoners of war in the theater. The Military Police POW Command is the TOE unit utilized within TALOG, for the purpose of evacuating,

processing, custody, and handling of prisoners of war from the field army POW cage.

(5) *Recreation and leave areas.*

(*a*) The TALOG commander establishes and supervises the operations of recreation centers in the communications zone. Allocations of quotas to army troops in the theater is a responsibility of the theater army commander.

(*b*) Operating policies and responsibilities for leave areas in the communications zone are the same as for recreation centers.

(6) *Discipline, law, and order.*

(*a*) *U.S. military prisoners.* TALOG operates confinement facilities for U.S. military prisoners and relieves the combat forces of these prisoners at the request of the combat forces and within the prescribed policies of the theater army commander. The type of prisoners confined in these facilities normally include those who have been tried and whose sentence does not include a punitive discharge or who are potentially restorable to duty. All other U.S. military prisoners normally are evacuated to CONUS.

(*b*) *Control of individuals.* Within the communications zone, ADLOG and BALOG military police units control the circulation of individuals and effect the return of stragglers, deserters, and AWOL's to military control. In addition, they enforce laws, regulations and orders and apprehend, within the scope of their authority, individual offenders.

(*c*) *Security.* Military police service provides for the protection of personnel and property. Security in the communications zone is provided by ADLOG and BALOG military police units for installations and activities, to include the prevention of pilferage of equipment and supplies in transit and storage.

43. Civil Affairs

In order to carry out the functions detailed in the field manuals of the 41-series, civil affairs detachments of varying sizes are stationed in towns and cities throughout liberated and occupied territories, and in areas provided for in civil affairs agreements. The theater army commander may require logistical commands to provide considerable troop labor and supply support to needy liberated or conquered foreign nationals. The logistical command

director of civil affairs maintains liaison with the theater army civil affairs command in all civil affairs matters, to include the use of logistical command personnel and material resources in accordance with local command and theater army policies. The logistical command director of civil affairs conducts all necessary liaison with the theater civil affairs command concerning the procurement of supplies, real estate, and local labor to support the logistical command mission.

APPENDIX I
REFERENCES

1. Field Manuals

FM 1–5	Army Aviation; Organization and Employment.
FM 1–100	Army Aviation.
FM 3–5	Tactics and Techniques of Chemical, Biological, and Radiological (CBR) Warfare.
FM 3–8	Chemical Corps Reference Handbook.
FM 3–9	Staff Chemical Officer.
FM 5–5	Engineer Troop Units.
FM 5–6	Operations of Engineer Troop Units.
FM 5–15	Field Fortifications.
FM 5–20	Camouflage—Basic Principles and Field Camouflage.
FM 5–21	Camouflage of Fixed Installations.
FM 5–23	Field Decoy Installations.
FM 5–25	Explosives and Demolitions.
FM 5–30	Engineer Intelligence.
FM 5–34	Engineer Field Data.
FM 5–35	Engineers' Reference and Logistical Data.
FM 5–36	Route Reconnaissance and Classification.
FM 5–162	Engineer Construction Battalion and Group.
FM 5–188	Engineer Topographic Units.
FM 5–190	Engineer Pipeline Units.
FM 8–5	Medical Service Units, Theater of Operations.
FM 8–10	Medical Service, Theater of Operations.
FM 8–55	Reference Data.
FM 9–1	Ordnance Service in the Field.
FM 9–2	Ordnance Corps Logistical Data.
FM 9–3	Ordnance Direct Support Service.
FM 9–4	Ordnance General and Depot Support Service.
FM 9–5	Ordnance Ammunition Service.
FM 10–7	Quartermaster Organization and Operations in Divisions.
FM 10–10	Quartermaster Service in Theater of Operations.

FM 10–13	Quartermaster Reference Data.
FM 10–17	Quartermaster Organization and Service in Army and Corps.
FM 10–37	Quartermaster Petroleum Depot Company.
FM 10–40	Quartermaster Aerial Supply Company.
FM 10–60	Supply of Subsistence in a Theater of Operations.
FM 10–63	Handling of Deceased Personnel in Theaters of Operations.
FM 10–64	Quartermaster Class II and IV Supply in Theater of Operations.
FM 19–5	The Military Policeman.
FM 19–10	Military Police Operations.
FM 19–25	Military Police Traffic Control.
FM 19–40	Handling of Prisoners of War.
FM 19–90	The Provost Marshal.
FM 21–5	Military Training.
FM 21–30	Military Symbols.
FM 25–10	Motor Transportation, Operations.
FM 27–10	The Law of Land Warfare.
FM 30–5	Combat Intelligence.
FM 41–5	Joint Manual of Civil Affairs and Military Government.
FM 41–10	Civil Affairs/Military Government Operations.
FM 41–15	Civil Affairs/Military Government Units.
FM 55–4	Transportation Movements in Theaters of Operations.
FM 55–6	Transportation Services in the Theater of Operations.
FM 55–15	Transportation Corps Reference Data.
FM 55–21	Rail Transportation, Higher Units.
FM 55–31	Highway Transportation Service in Theaters of Operations.
FM 55–32	Transportation Truck Battalion, Truck and Car Companies.
FM 55–51	Transportation Terminal Commands, Theater of Operations.
(S) FM 100–1	Doctrinal Guidance (U).
FM 100–5	Field Service Regulations; Operations.
FM 100–10	Field Service Regulations; Administration.
FM 101–1	The G1 Manual.
FM 101–5	Staff Officers' Field Manual: Staff Organization and Procedure.

FM 101–10	Staff Officers' Field Manual: Organization, Technical, and Logistical Data.

2. Technical Manuals

TM 5–250	Roads and Airfields.
TM 5–260	Principles of Bridging.
TM 5–295	Military Water Supply.
TM 5–300	Real Estate Operations in Overseas Commands.
TM 5–302	Construction in the Theater of Operations.
TM 5–310	Military Protective Construction.
TM 5–350	Military Pipeline Systems.
TM 5–360	Port Construction and Rehabilitation.
TM 5–370	Railroad Construction.
TM 10–1109	Military Petroleum Pipeline System, Maintenance (QM Corps).
TM 10–1110	Military Petroleum Pipeline System, Terminals.
TM 10–1111	Military Petroleum Pipeline System, Pump Stations.
TM 10–1112	Military Petroleum Pipeline System, Scheduling and Dispatching.
TM 11–486–2	Electrical Communication System Engineering: Traffic.
TM 11–486–6	Electrical Communication System Engineering: Radio.

3. Regulations

AR 10–14	Organization and Functions — Logistical Headquarters.
AR 75–15	Responsibilities and Procedures for Explosive Ordnance Disposal.
AR 115–12	U. S. Army Requirements for Air Weather Service Support.
AR 115–10/ AFR 105–3	Weather Service.
AR 320–5	Dictionary of United States Army Terms.
AR 320–50	Authorized Abbreviations and Brevity Codes.

4. Joint Chiefs of Staff Publications

JCS Pub 1	Dictionary of United States Military Terms for Joint Usage.
JCS Pub 2	United Action Armed Forces (UNAAF).
JCS Pub 3	Joint Personnel and Logistics Policy and Guidance (U).

5. Miscellaneous

DA Pam 1–250–2	Automatic Data Processing Systems, Program Planning Guide.
DA Pam 1–250–3	Introduction to Automatic Data Processing.
DA Pam 35–10	The Comptrollers Guide.
DA Pam 39–1	Nuclear Weapons Employment.
DA Pam 310-Series	Military Publications Indexes.
DA Pam 690–80	Administration of Foreign Labor During Hostilities.
ATP 110–300	Army Training Program for Headquarters and Headquarters Company, Logistical Commands, Type A, B, C.
TC 101–1	Prediction of Fallout and Radiological Monitoring and Survey.
TOE 54–2D	Headquarters and Headquarters Detachment, Logistical Command A.
TOE 54–102D	Headquarters and Headquarters Detachment, Logistical Command B.
TOE 54–202D	Headquarters and Headquarters Company, Logistical Command C.

APPENDIX II
STANDING OPERATING PROCEDURE

Type Standing Operating Procedure-Headquarters, Logistical Command

(Classification)

Logistical Command
_____Location
Date

PART ONE—ORGANIZATION AND FUNCTIONS

Section I. APPLICATION

In this section, give the purpose and scope of the standing operating procedure and applicability of procedures prescribed.

Section II. ORGANIZATION

By organizational charts show the organization of the logistical command and the headquarters logistical command.

Section III. FUNCTIONS

1. In a general paragraph, explain the composition of the major elements of the headquarters, i.e., command and staff; the purpose of the headquarters; and the broad responsibilities and functions of the commanders and staff officers.

2. By succeeding paragraphs, list the specific responsibilities and functions of each staff division, section, and subordinate elements of the command.

PART TWO—STAFF OPERATIONS

Section I. COMMAND AND STAFF RELATIONSHIPS

By separate paragraphs, outline the primary relationships between various elements of the logistical command and between the logistical command and higher headquarters, adjacent, and supported units. The following must be clearly delineated:

(Classification)

1. Command and technical channels.
(Short title identification)

2. Dual responsibilities such as one individual being both a commander and a staff officer.

3. Responsibility for liaison and coordination with higher, lower and adjacent commands.

4. Cooperation and coordination between staff sections.

Section II. INTELLIGENCE

This section outlines the responsibilities for, and describes the procedures for, all matters pertaining to intelligence operations in the command.

Section III. ESTIMATES, PLANS, AND ORDERS

This section outlines the responsibilities for, and describes the procedures for, preparation of various estimates, plans, and orders.

Section IV. SECURITY

This section outlines the responsibilities for rear area security and area damage control for all elements of the command. This may be done by reference to the appropriate annex of the SOP or operation plan.

Section V. LOGISTICS

In this section, detailed procedures should be given covering supply, transportation, services, labor and medical evacuation and hospitalization. This section is closely related to the administrative order and many aspects covered in the SOP need not be repeated in the administrative order. However, appropriate reference to the SOP should be made. The details of logistical operations will normally be spelled out in the various technical services annexes and only the appropriate reference need be given in the main body of this paragraph.

Section VI. PERSONNEL

In this section, detailed procedures should be given concerning all aspects of personnel management and operations. The following should be covered:

1. Strengths, records, and reports.

(Short title identification)

2. Replacements.
3. Discipline, law, and order.
4. Prisoners of war and civilian internees.
5. Graves registration.
6. Morale and personnel services.
7. Personnel procedures.
8. Civilian employees.

This section is closely related to the personnel paragraph in the administrative order. The more complete the SOP the less detail required in the administrative order.

Section VII. CIVIL AFFAIRS

This section should give complete and detailed procedures pertaining to civil affairs activities to include coordination with theater army civil affairs command and the civil affairs units operating in the area, civil supply, evacuation, transportation, real estate, labor, natural resources, control of civil population, travel, curfew and other restrictions, public health, law and order, public information, government administration, displaced persons and refugees, finances, price control, rationing and civil defense.

Section VIII. ADMINISTRATION

This section covers details pertaining to internal administrative matters not covered in other sections of the SOP. Activities such as the following may be included here: postal service, records management, correspondence, printing and publication, miscellaneous reports, staff procedures, staff records, maintenance of daily journals, policy files, command reports, uniform regulations, office hours, reports control, forms control, office services, courier and messenger service, handling of classified correspondence, fiscal and financial activities, inspections and investigations, and other miscellaneous administrative functions.

(Short title identification)

Section IX. COMMAND AND SIGNAL

This section covers such activities as the location of command posts and special instructions and reports not covered in other parts of the SOP. Also included are special instructions con-

cerning signal communications which are not contained in the signal annex, standing signal instructions, and signal operations instructions.

Commander

Annexes:

Annexes to an SOP facilitate the use of the SOP and preserve brevity, completeness, clarity, and simplicity within the main body of the SOP. By using annexes information that is limited in scope or technical in application can be excluded from the main body of the SOP. Subject matter in an annex need not be repeated in the main body of the SOP. However, appropriate reference should be made to the annex. Use of annexes also facilitates use of the SOP by permitting a larger printing and distribution of the annexes than of the main body plus all annexes. This technique is particularly appropriate in a logistical command wherein individuals of the technical and administrative services have need for the annex pertaining to their particular service but not for the full SOP. The following is a list of annexes that may be included in a logistical command SOP.

Organization charts
Administrative overlay
Intelligence
Psychological warfare
Chemical
Engineer
Medical

(Short title identification)

Ordnance (including support of special weapons when not published elsewhere).
Quartermaster
Signal
Transportation
Personnel
Civil affairs
Judge advocate
Finance
Procurement
Rear area security (when not published as a separate operation plan)

(Classification)

Area damage control (when not published as a separate operation plan)
Other emergency plans (when not published as a separate operation plan)
Other annexes as appropriate.

Distribution:
Authentication:

(Classification)

APPENDIX III
INSTRUCTING AGENCIES AND AGENCIES FOR COORDINATION

Theater Army Logistical Command receives instruction from or coordinates with the following major headquarters:

1. Zone of Interior (ZI) agencies for information from—

a. Oversea supply agencies (OSA) at ZI army terminals on supply matters.

b. ZI terminal commands on movement of supplies and personnel from the ZI to the theater.

c. Chiefs of technical and administrative services concerning unit availability, state of training, requirements for research and development, and modification of material. In addition, the Surgeon General (Armed Services Medical Regulating Office) for evacuation of casualties from the theater to the ZI.

d. Headquarters USCONARC on school outputs, unit availability (POM) and doctrinal matters.

2. Theater headquarters (J4) (either by direct coordination or through theater army headquarters) for—

a. Allocation of transportation capacities among the theater component forces.

b. Cross-procurement and cross-service missions among Army, Navy, and Air Force.

c. Administrative support to Navy, Air Force, joint forces, and Allies.

d. Territorial boundaries.

e. Petroleum requirements (area petroleum office).

f. Signal matters.

3. Theater Army Headquarters for—

a. Allotment of service troops.

b. Combat (security) troops.

c. Territorial boundaries.

d. Theater army tactical operations—priorities between army groups.

e. Stockage objectives and echelonment of theater stocks.

f. Special operational requirements.

g. Intelligence estimates and collection of information.

4. Theater Army Civil Affairs command for—

a. Governmental functions, which include governmental affairs, legal, public safety, public health, public welfare, public education, and labor.

b. Economic functions, which include economics, commerce and industry, food and agriculture, price control and rationing, property control, public finance, and civilian supply.

c. Public facilities, which include public works and utilities, public communications, and public transportation.

d. Special functions, which include displaced persons, civil information and arts, monuments, and archives.

e. The adoption and enforcement of measures designed to control and direct civilian activities affecting the military effort.

5. Army group(s) for—

a. Items c, f, and g, of paragraph 3 above, over which Theater Army Headquarters exercises final authority.

b. Tentative operation plans.

c. Priorities of allocation of administrative support to the various field armies.

6. Field armies (detailed coordination effected between field armies and advance logistical command) for—

a. Operational plans, operational requirements, boundaries, intelligence, and supplies required.

b. Location of administrative support installations.

c. Assumption of command of territory and installations left in place as field army rear boundaries move forward.

d. Details of administrative support required within the priorities established by army group.

7. Theater Navy Headquarters and Theater Air Force Headquarters for—

a. Administrative support for campaign plans—basis for establishing common supply, transportation, and service requirements which theater army forces furnish the Navy and Air Force.

b. Forecast of theater army administrative support requirements provided by Navy and Air Force.

c. Utilization of allocated capacities of the Military Air Transport Service and Military Sea Transport Service.

8. Allied Forces Headquarters.

Similar to paragraphs 5 and 6 conforming to basic agreements made at higher levels.

9. Theater Air Defense Command* for—

a. Requirements for administrative support to be provided by Theater Army Logistical Command.

b. Establishment of air defense priorities within the communications zone.

c. Establishment of restricted areas within the communications zone.

10. Theater Army Replacement and Training Command for—

a. Administrative support provided by Theater Army Logistical Command.

b. Service troop requirements.

11. Theater Army Reserve Forces Headquarters (if any) for—

a. Administrative support provided by Theater Army Logistical Command.

b. Availability and utilization of units by Theater Army Logistical Command for security and service support.

* When control is retained by theater commander, otherwise included in appropriate Armed Forces requirement.

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[AG ( )]

By Order of *Wilber M. Brucker*, Secretary of the Army:

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NG: State AG (3).

USAR: Same as Active Army except allowance is one copy to each unit except Log Comd (10).

For explanation of abbreviations used, see AR 320–50.

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